

# Terms of Reference Operations Committee

(March 2019)

This Committee has devolved responsibility from the Group Board of Bolton at Home Limited as follows:

## Key functions:

1. **Monitoring operational service delivery** including affordable, landlord services delivered by Bolton at Home as a registered provider of social housing (rather than the wider Bolton at Home group).
2. **Knowledge and understanding** of the impact BH's operational activity and services has on local communities and being responsible for ensuring the Group Board is informed in accordance with scheme of delegation.

**In carrying out the above, the Committee will be responsible for the following activities:**

### a) Monitoring

- **Performance against key performance indicators** – receive and review reports on the registered provider's KPIs, including complaints and customer feedback relating to operational services.
- **Customer facing policies** - monitor compliance with the expectations of these policies.
- **Monitor the ongoing quality of overall services** provided to customers through the review of performance, customer feedback methods and customer service standards.
- **Make recommendations** to the Group Board where there **are serious performance concerns which require improvement.**

### b) Customer involvement

- **Commission the Scrutiny Group** to undertake service reviews.
- **Consider service review recommendations presented by the Scrutiny Group** and either **approve change** to existing policies (those **delegated from the Group Board**) or **approve recommendations being taken to Group Board** where there are budgetary or staffing implications.

### c) Success

- **Issues in relation to statutory or regulatory compliance** - consider any, specifically in relation to the Regulator of Social Housing (RSH), consumer standards and / or any associated risks in relation to the delivery of services and report any such concerns to the Group Board, particularly in respect of potential serious detriment.
- **Value for money strategy** - contribute to the development of the registered provider's VFM strategy with particular reference to the operational services.

- **Assess the effectiveness of arrangements for compliance with consumer regulation requirements** on an annual basis, as set out in the regulatory framework. This will **form part of the registered provider's annual statement of compliance** with the regulatory standards.
- **Appropriate respect for fairness and inclusion** - ensure that all aspects of operational services are delivered to this.
- **Approve policies as delegated by the Group Board to the Committee** – decisions about which policies will be made by the Group Board in line with the policy approval framework.
- **Refer any decisions with budgetary implications** (policy, outcome of scrutiny reviews or otherwise) **to the Group Board** for their consideration and approval unless contained within any delegated budgets.

## Membership of the Committee

Appointments to this Committee are to be made in accordance with the society's Rules.

- The Operations Committee will consist up to 9/10 members with at least 50% being customers of BH.
- Two Group Board members will sit on the Operations Committee, one of whom will be the Chair of the Committee. These appointments will be determined by the Group Board.
- The remaining 7 /8 members will be appointed to the Committee by the Group Board through an agreed selection process, the appointments to be as follows:
  - 2 or 3 local authority or community stakeholders, non tenants; and
  - 4 /5 customers the majority of whom should be tenants (current tenants of BH) – tenant nominations to be sought in the first instance, however appointments can be made from a wider group of customers as defined:
    - Are current tenants of Bolton at Home, or
    - Are former tenants of Bolton Council or Bolton at Home who (in either case) have exercised the Right to Buy and still live in the property so bought from Bolton Council or Bolton at Home, or
    - Are current customers of Bolton at Home, i.e. are currently in receipt of, and pay for, regular or periodic ongoing services from Bolton at Home, e.g. leaseholder, careline etc., or
    - Are currently living, and have done so for at least the previous 2 years, in a Bolton at Home property but is not the tenant. The above 'Criteria for Membership' applies to the person who is applying to be on the Operations Committee, however, the tenant of the property would also have to comply with the criteria in respect of bankruptcy, ASB, tenants who are in breach of their obligations as a tenant and rent arrears.
- All the above appointments will take account of the specialist skills required for, and reviewed by, Operations Committee.
- The Committee can co-opt up to 2 members with relevant skills and knowledge for a 2-year maximum period; any co-opted period will count towards any period of office as a Committee member.
- Co-opted members have no voting rights and will not be included in the quorum.

- A tenant, if available, would also be co-opted to the Group Board

A member of the Executive Management Team will have the responsibility of Lead Supporting Officer for the Operations Committee, this being the Executive Director of Customer and Place.

## Procedural matters relating to the Committee

- The quorum for the Committee shall be 5 which must include one Group Board member.
- Committee members who are co-opted to the Committee, shall not be included in the quorum.
- Any members unable to attend a meeting must inform the Governance and Regulation Team at the earliest opportunity to ensure that the Team are able to deal with any quoracy issues.
- The Chair of the Committee will always be a full (not co-opted) member of the Group Board and will be determined by the Group Board, but cannot be the Chair of the Group Board.
- The voting members of the Committee responsible for operations must not include the Chair of the Group Board or any Executives.
- Any Group Board member of the Committee may (with the agreement of the Chair of the Committee) arrange for any other member of the Group Board to attend a meeting for which they are not available. Any such deputy will count towards the quorum for that meeting.
- The decision of the Committee, based on consensus, shall form the basis of a recommendation to the Group Board for its approval. If there is no consensus within the Committee, it will present the options to the Group Board.
- The agenda will be agreed with the Committee Chair and Lead Supporting Officer.
- Paid staff of Bolton at Home cannot be members of the Committee.
- There will be no public access to Committee meetings.
- The calling of urgent meetings will be through the agreement of the Committee Chair and Lead Supporting Officer.
- The Committee shall make recommendations to the Group Board should there be significant financial implications, in accordance with the society's financial delegations.
- The Committee shall provide an annual report to the Group Board on key elements of its work.
- The Committee shall carry out an annual effectiveness review and report the results to the Group Board.
- In accordance with Bolton at Home's approved governance process, the Committee terms of reference will be reviewed annually by the Committee and the Group Board. They will be reviewed to ensure continued compliance with the Board's chosen code of governance, currently the National Housing Federation's Code of Governance Promoting Board Excellence for Housing Associations 2015 (the 2015 code).

- All Boards and Committees within the Bolton at Home governance structure must consider annually their effectiveness and how they conduct their business, including:
  - a) their governing instruments, delegations, regulations, standing orders, structures, systems and other formal documentation;
  - b) the timing and frequency of meetings;
  - c) the format of their agendas, papers, minutes and communications;
  - d) their collective performance as a decision-making body; and
  - e) their compliance with the NHF code 2015 and their legal duties.

There must be a formal review of these matters at least every three years, to ensure best practice, and that documentation is compliant with the latest legislation and regulations.